

TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE JANUARY • FEBRUARY 2002



INSPECTION DIGEST 2002



THE INSPECTION ARENA

SAF/IG • AFIA • AFOSI

Listings • Contacts • Definitions



INSPECTION DIGEST 2002

JAN - FEB 2002

MISSIONS

SAF/IG	7
AFIA	8
AFOSI	9
AFAA	10
AFMOA	11

MESSAGES

FROM THE TOP	3
SECAF	4

LISTS

IG PHONE BOOK	12
MAJCOM IGs	14
SIIs (SPECIAL INTEREST ITEMS)	15
TRAVEL RESOURCES	22

The Inspector General Brief

AFRP 90-1

January - February 2002
Volume 54 Number 1

DR. JAMES G. ROCHE

Secretary of the Air Force

GEN. JOHN JUMPER

Chief of Staff, USAF

LT. GEN. RAYMOND P. HUOT

The Inspector General, USAF

COL. WORTH CARTER

Commander,

Air Force Inspection Agency

2ND LT. KELLY GEORGE

Chief, Public Affairs

MR. JOHN CLENDENIN

Editor

MASTER SGT. KELLY GODBEY

Assistant Editor

MS. ARI ASH

Editorial Research

**2 TIG BRIEF
JAN - FEB 2002**

TIG Brief (ISSN 8750-376X) is published bimonthly by the Air Force Inspector General, Air Force Inspection Agency, Kirtland Air Force Base, New Mexico 87117-5670. *TIG Brief* (AFRP 90-1) provides authoritative guidance and information to commanders, inspectors general, inspectors and other Air Force leaders at all levels of command. Periodicals mailing privileges postage paid at the United States Post Office, St. Louis, MO 63155 and additional mailing offices. Address correspondence to HQ AFIA/CVP, 9700 G Ave. SE, Suite 350V, Kirtland AFB, NM 87117-5670. E-mail address:

tigbrief@kafb.saia.af.mil

The phone number is DSN 246-1864 or commercial 505 846.1864. You can also read the magazine online at

<http://afia.kirtland.af.mil>

No payment can be made for manuscripts submitted for publication in *TIG Brief*. Contributions are welcome, as are comments. The editor reserves the right to make editorial changes in manuscripts. Air Force organizations are authorized to reprint articles from *TIG Brief* provided proper credit is given.

The contents of this magazine are nondirective and should not be construed as instructions, regulations, technical orders or directives unless so stated.

Distribution is via direct mail. POSTMASTER: Send address changes to: *TIG Brief* Editor, HQ AFIA/CVP, 9700 G Ave. SE, Suite 350V, Kirtland AFB, NM 87117-5670.

Imagists This Issue



5:

Mr. Marvin Lynchard

18 & 19:

Mr. Edwin Forbes

23:

Airman 1st Class Joanna Reihle (F-15)

FROM THE TOP



Welcome to the *Inspection Digest*, a special edition of *TIG Brief* magazine. Like the Jan.-Feb. 2001 issue, you will find this one full of useful material—the kind of publication you’ll want to keep handy when you work IG issues and prepare for inspections, management reviews, staff assistance visits, and more.

In this edition you’ll see updates on the mis-

sions of the organizations that fall under the Air Force IG. You’ll even learn a little IG history when you read the article about IGs on both sides of the Civil War.

Aside from the special features, the Digest is also a great reference book, with phone numbers, web sites, and e-mail addresses for the IGs of all major commands and installations worldwide.

The inspection community continues to play

an important role in assuring readiness at all levels. Inspections, management reviews, etc. are all opportunities to improve our great United States Air Force—and *TIG Brief* and the *Inspection Digest* are two good tools to assist in that effort. We really are here to help!

RAYMOND P. HUOT
Lieutenant General, USAF
The Inspector General

Write You Are!

If you have a story you'd like to tell the IG community, here's some advice on getting it into print in *TIG Brief*:

- **Keep it short.** Articles should be no more than 800 words (less than two double-spaced pages).
- **Keep it simple.** Stories should be told so simply that people outside the IG field can understand them.
- **Keep it moving.** Write in an active voice, which means avoiding is, are, was and were, four words guaranteed to render readers unconscious.

- **Spell it out.** Explain jargon and spell out acronyms. Assume that you're the only one who knows what you're talking about.
- **Check it out.** Double-check your facts.
- **Check it off.** Route your manuscript through your chain of command before sending it to:

tigbrief@kafb.saia.af.mil

We must review, rethink, adapt, and

James G. Roche

Secretary of the Air Force

As our Nation embarks on an unprecedented war on terrorism, thrust upon us by the September 11th attacks, the Air Force continues to focus on four main areas for the further development and transformation of air and space power: strategy, people, efficiency and acquisition. In each of these areas, we must be willing to review, rethink, adapt, and capitalize on past successes to develop an Air Force that responds more directly to the threats of this new century.

STRATEGY

Although the Air Force has been transforming and adapting for years now since our Cold War days of the previous century, we are in an altogether new era in which we are compelled to review and further transform our defense posture in a changed security environment. The Air Force, like our sister services, is obliged by the changed national security environment to fashion, along with our allies and friends, a deterrence posture that matches those changed conditions, however uncertain they may appear to be.

The Quadrennial Defense Review process, and many of the other ongoing strategic studies we have conducted and will continue to conduct, will certainly affect our fiscal 2003 budget discussions and decisions. In the Pentagon and among the military think tanks, we are working under a very important assumption: we must continue to renew, or rebuild, a force structure that, when teamed in joint or combined operations, will be effective in keeping peace and preserving freedom in this century, not the last one.

With much transformation already completed by the Air Force, we are well-poised to continue our refinement for the future. The EAF concept and its AEF packages have been a huge success. These allow us to respond and operate throughout the world today despite the downsizing and increased ops tempo we have endured over the past decade. What we get to when we pare down to our main mission is *global reconnaissance and strike*. That is the business we are in.

As an example, future need for the F-22 is based on the increasing and growing widespread SAM threat and frontline tactical air systems. The F-22 will be able to defy anti-access like no other manned weapons delivery system for years to come. It can also work in concert with longer-range systems, and we are exploring some interesting ideas for working with land-based forces in new ways. The Joint Strike Fighter role does not overlap the F-22. Together they provide a powerful high-low strike mix.

This traditional, forward-looking focus of the Air Force should inspire our members with a renewed sense of their noble calling, enabling airmen to connect with the core reasons why they put on the uniform each day, come to work, and put their lives on the line for the security of our great nation.

PEOPLE

One of the urgent tasks facing the Air Force leadership is to deepen and enrich the bonds of trust with the men and women who serve our nation on the Air Force team.

We must be able to attract and retain the very best individuals to serve—and then take care of them and their families—both military and civilian. We must capitalize on efforts already begun, and focus on our number 1 priority—*retention* and development of our leaders and people—by fostering a culture of career aspiration, by developing mentoring programs with useful metrics, accountability and responsibility in them, and by keeping our people informed, engaged and motivated.

Some very good work has been done in the Air Force to identify and recruit quality people while maintaining stringent Air Force standards. The range of military aerospace careers is broad and rich with opportunity, but we often fall short on staying power, on keeping our people informed, engaged and motivated throughout their careers.



capitalize on past successes

I view this as the Air Force's most critical challenge because, in my own experience in military command positions and in business, I have seen it proven over and over that people remain the most important resource of any organization. Force readiness, sustainability, mission performance: all of these



depend on developing the best composition of quality individuals on the team, and on motivating each and every member of the service with an unparalleled *esprit de corps*.

EFFICIENCY

It's no secret how brilliantly the Air Force team has performed over the past decade. This is a good time to be wearing the Air Force blue despite the fact we are 40 percent smaller and deploying over three times as much as in the previous decade. Air Force men and women have done some very impressive work to make the Air Force truly expeditionary. This has been a remarkable accomplishment and a tremendous contribution to a secure, global peace.

We are now uniquely situated to harness the economic and technological advantages of this era in order to preserve our nation's leadership in the next. But in order to get there, we must accelerate our drive to become more modern and more efficient as an organization. Air Force processes, organization, structures—all of these need to be reexamined in the light of lessons

learned and new realities.

It is time to assess whether the sweeping organizational and process changes the Air Force implemented in the last decade have produced their intended results. Considering the current global scene, the Air Force's transition to a smaller, busier force, and the near completion of its adaptation to an expeditionary force, I am confident we can identify and eliminate any inefficiencies that either remain or have resulted from all of the changes.

We must accelerate our drive to become more modern and more efficient as an organization. The Air Force will never be a business, but it can be more business-like.

We can start by continuing and expanding our long-range strategic planning along with our annual operating plans. In far too many areas, such as integration of our active and reserve components, and integration of our air and space systems and operations, critically needed strategic plans simply do not exist.

ACQUISITION AND THE INDUSTRIAL BASE

We also need to reform, in a constructive manner, our acquisition policies and processes so as to ensure innovation and competitive vibrancy within the defense industrial base. This will require a new focus in the Air Force.

Our current acquisition processes do not always provide the necessary incentives to motivate the defense industry to become more efficient or to deliver the most cost-effective goods and services. We lose innovation and technological advancement with every small decrease in our industrial base.

We benefit today from innovations and technologies developed over the years by many aerospace companies—some of them very small. But those “many” companies have been whittled down to just a few large, bureaucratic and vertically integrated corporations pursuing fewer and fewer new programs.

We simply must find ways to promote innovation within a consolidated defense industry by encouraging new ways of pursuing R&D and reducing cycle times in developing systems. We also need to ensure that the Air Force has outstanding technical and engineering talent within our own ranks.

A culture of change and adaptation is nothing new for the U.S. Air Force. We have been champions of change since our earliest beginnings last century. We are all familiar with the motto: Flexibility is the Key to Air Power. There is a very good reason why, over the years, this has become a popular mantra. To be an airman is to be forward-thinking, flexible, open to change and improvement, and always in search of ways to enhance and expand our contribution to the joint warfighting capabilities that keep our great nation strong in an ever changing global security environment.

As we develop our powerful capabilities in air and space over the next several years, and continue our traditions of reviewing, rethinking, adapting, and capitalizing on our past successes, America's Air Force will remain focused on our strategy, people, efficiency in organization and processes, and incentives for innovation in our industrial base. ♦

USAF Inspector's Course

New location

Revamped product



The USAF Inspector's Course has moved and undergone major changes.

The two-day course is offered on site at major command headquarters to newly-assigned MAJCOM IG team members. The purpose is to provide MAJCOM inspectors with Air Force and TIG perspectives on the role of the inspection system and how inspections should be conducted.

Course management moved in October from Kirtland AFB, N.M., to SAF/IGI (the Inspections Directorate) in the Pentagon.

Lt. Col. Edgar Castor and Senior Master Sgt. Larry Whittle at AFIA managed the course at Kirtland until the move last fall.

In early 2001 the Air Force Inspector General agreed with AFIA's proposal to move management of the course to the Pentagon to better capture and project the Air Force perspective. The course transitioned in late summer.

Flexibility

SAF/IGI has made the scheduling more flexible and MAJCOM-friendly by allowing commands to select from a 12-month cycle. The course will be available throughout the year, vice being limited to the

January-February and July-August time frames.

"SAF/IGI will now tailor the schedule based on MAJCOM desires," said Capt. Jackie Nickols, the new course manager. "MAJCOMs generally have one or two courses each year, but this is flexible based on MAJCOM needs and our availability."

MAJCOM IG team members can attend a scheduled session elsewhere on a space-available basis. Additional courses can be added to the schedule, if necessary.

Although the course is designed for MAJCOM IG team members, EET (exercise evaluation team) members can also attend on a space-available basis by contacting their MAJCOM course POC.

Scheduling

The current schedule and scheduling procedures can be viewed on the SAF/IGI web site at http://www.ig.hq.af.mil/igi/igi-images/ig_school_schedule.htm. For more information, contact

Captain Nickols at DSN 227-5119, or e-mail jacqueline.nickols@pentagon.af.mil. The course, by the way, is looking for a second instructor.

Course Structure

In addition to presenting the Air Force-level perspective, the course provides a solid foundation for MAJCOM-specific IG team training. Course blocks include:

- *USAF Inspection System*—Mission, responsibilities, philosophy and types of inspections.
- *Preparing for Inspections*
- *Arriving at the Inspection Location*
- *Conducting Inspections*
- *Identifying Strengths and Findings*
- *Writing the Report*

Practical exercises are incorporated to reinforce concepts. ♦

TIG Brief thanks the captain for preparing this article.

<http://www.ig.hq.af.mil/igi>

Secretary of the Air Force IG

‘We’re here to help’ and we mean it!

You’ve probably heard the IG say, “we’re here to help,” but what does that really mean?

Take a look at the way the Air Force Inspector General is structured with its various missions and you will take away some insight into why this phrase really is an accurate assessment of the IG’s purpose. The Air Force Inspector General’s office really provides a benefit to organizations and individuals across the Air Force in different ways.

SAF/IG concentrates on problems that keep people from accomplishing their mission effectively and efficiently. SAF/IG’s policy and guidance also help MAJCOM and wing IGs carry out their duties more effectively.

The Air Force IG’s umbrella of responsibility emanates from the Title 10 requirement to report to the SECDEF or the Chief of Staff on the discipline, efficiency and economy of the Air Force, and perform other duties prescribed by the Secretary or the Chief of Staff. The latter responsibility has translated into a myriad of oversight and policy-making requirements that are concentrated on inspection policy; intelligence oversight; criminal investigations; counterintelligence operations; the AF complaints program; and the fraud, waste and abuse (FWA) program.

To accomplish these responsibilities SAF/IG has four headquarters directorates and two Field Operating Agencies (FOAs).

The Inquiries Directorate plans, initiates, guides, evaluates and processes administrative IG investigations, providing factual reports of investigation to support decision-making by commanders and assigned personnel.

Basically, this directorate provides



policy and guidance, analyzes complaints, delegates investigative responsibility, and then provides after-action oversight for individual units and MAJCOMs so they can resolve complaints or FWA charges against non-senior officials. They also conduct investigations as directed by SAF/IG.

The inquiries program governed by this directorate, ultimately, is designed to help get individuals focused back on the mission.

Along similar lines, the Senior Official Inquiries Directorate conducts thorough, accurate and timely investigations of all allegations of misconduct by Air Force senior officials and conducts inquiries into other matters as directed by SECDEF or TIG.

The Special Investigations Directorate also helps commanders as they focus on the mission. The Special Investigations Directorate accomplishes this through policy development, planning, program evaluation and resourcing for the Air Force’s security and investigative activities as well as foreign counterintelligence programs.

The fourth directorate, the Inspections Directorate, helps commanders verify unit mission capability. The Inspections Directorate provides essential policy/guidance and oversight for MAJCOM IGs as they conduct readiness and compliance inspections. The Inspections Directorate also manages the Air Force Special Interest Item program, and interfaces routinely with the Air Force Inspection Agency (AFIA) to help identify and correct Air Force-wide problems.

TIG oversees two Field Operating Agencies: AFIA and the Air Force Office of Special Investigations (AFOSI).

AFIA helps Air Force leadership with independent assessments of mission capability, health care and resource management. AFIA recommends improvements to existing processes, policies and programs for fulfilling peacetime, contingency and wartime missions.

The AFOSI helps commanders of all Air Force activities with professional investigative service. The primary responsibilities of AFOSI are criminal investigative and counterintelligence services. The OSI seeks to identify, investigate and neutralize espionage, terrorism, fraud and other major criminal activities that may threaten Air Force and Department of Defense resources.

SAF/IG’s HQ staff and FOAs clearly have different missions, but even this brief review of those missions should highlight one common focus: Just remember when you hear that the IG “is here to help,” the IG really is—here to help you accomplish your Air Force mission—effectively and efficiently! ♦

<http://www.ig.hq.af.mil>

Assesses mission capability, health care, resource management

The Air Force Inspection Agency, with headquarters at Kirtland Air Force Base, N.M., is a field operating agency that reports to the Secretary of the Air Force Inspector General.

AFIA's mission is to provide Air Force senior leaders independent assessments of mission capability, health care and resource management. AFIA recommends improvements to existing Air Force processes, policies and programs for fulfilling peacetime, contingency and wartime missions.

AFIA has 123 personnel, including 106 military and 17 civilians on staff.

The agency is organized into three inspection directorates: Acquisition and Logistics, Field Operations, Medical Operations. **Products and Services**

The agency has five major missions:

- Conducts management reviews, known as Eagle Looks. These reviews, conducted by trained inspectors, are aimed at ensuring Air Force programs and processes function as intended. Eagle Looks span everything from operations and logistics issues to support, acquisition and medical functions that normally culminate in a written report and executive briefing. The report and briefing provide Air Force senior leaders with findings and recommendations to improve their programs. Fully trained and experienced inspectors have conducted reviews on issues such as contractor support and

essential services during wartime and operational contingencies; munitions infrastructure and storage capability; recovery of damaged or disabled large aircraft; Air Force real property preventive maintenance, lodging nonappropriated funds requirements budget, air operations centers and the Civil Air Patrol.

- Conducts Health Services Inspections assessing medical readiness, management effectiveness and quality of healthcare delivery at all Air Force medical units. Additionally, by agreement with the Nuclear Regulatory Commission, AFIA inspects all radioactive material permits held by the Air Force.

- Publishes *TIG Brief* magazine, an Air Force-wide publication that provides authoritative guidance and information to commanders, inspectors general, inspectors, supervisors and leaders at all levels of command. *TIG Brief* includes articles on lessons learned, best practices, anticipated or actual problems, recommendations to improve management, safety, security, inspection and operational techniques and contemporary issues to the Air Force. Published since 1943, it is the Air Force's oldest publication.

- Conducts compliance inspections for certain field operating agencies and direct reporting units.

History

AFIA traces its roots to 1927 with the establishment of the



Inspection Division under the chief of the Air Corps. The new division performed technical inspections to support flight safety objectives. By the end of World War II, this function was aligned under the Office of the Air Inspector.

In 1948, after the Air Force became a separate department, the Air Force chief of staff designated the Office of the Inspector General to oversee all inspection and safety functions.

In the 1950s, all of these activities were consolidated at Norton AFB, Calif. In 1971, the Air Force Inspection and Safety Center was activated there.

The center was divided into the AFIA and the Air Force Safety Center in 1991. Both organizations moved to Kirtland in 1993 due to the closure of Norton. ♦

<http://afia.kirtland.af.mil>

Counterintelligence, criminal investigations

Maj. Michael Richmond AFOSI/PA DSN 857-0989

The Air Force Office of Special Investigations is a field operating agency headquartered at Andrews AFB, Md. The agency reports to The Inspector General, Office of the Secretary of the Air Force.

Since its inception on Aug. 1, 1948, OSI has provided professional, independent, unbiased and centrally directed investigations of criminal activity in the Air Force. Its primary responsibilities are counterintelligence and criminal investigations. OSI seeks to identify, investigate and neutralize espionage, terrorism, fraud, information-systems intrusions, and other criminal activities that threaten Air Force and Department of Defense resources.

More than 2,400 people comprise OSI. These include active-duty officers, enlisted personnel, civilians and Reservists. Of this number, nearly 1,700 are special agents.

OSI recruits and trains its own special agents, made up of officers, enlisted personnel, and civilians, all of whom earn their investigator's badge and credentials by attending an 11-week course at the U.S. Air Force Special Investigations Academy at Andrews. The

course includes instruction in law, investigative theory, forensics, interview techniques and other subjects that prepare the agent trainees for duty.

In October of 2002, OSI's training academy will close, and new recruits will attend training at the Federal Law Enforcement Training Center in Glynco, Ga. There, they will earn their badges and credentials at this world-class facility alongside new recruits from most other federal law enforcement agencies.

Upon successful completion of initial training, some OSI agents attain further training in economic crime, antiterrorism, counterintelligence and other investigative specialties. Selected others are trained in special technical skills, such as electronics and photography, to perform technical surveillance countermeasures. Certain experienced agents are selected for polygraph duties and attend a 14-week Department of Defense course to acquire the necessary skills.

OSI's organization consists of eight field investigation regions, eight field investigation squadrons, and more than 180 detachments and operating locations worldwide.

Invaluable to the successful



resolution of investigations are numerous OSI specialists, such as polygraphers, behavioral scientists, technical specialists and forensics advisors.

Another area of specialty is the field of computers. The Air Force's cutting-edge role in information technology has earned OSI status as DoD's executive agent for the Defense Computer Forensics Laboratory and the Defense Computer Investigations Training Program.

The laboratory provides computer-evidence processing, analysis and diagnosis for counterintelligence, criminal and fraud cases, while the training program provides computer investigation and computer forensics training to DOD investigators and examiners. ♦

<http://www.dtic.mil/afosi>

PAIR OF KEY PLAYERS:

These two pages feature two organizations that complement the inspection universe

Providing objective, quality audits

Ray Jordan AFAA/DOO ray.jordan@pentagon.af.mil DSN 426-8013

The Air Force Audit Agency, headquartered in the National Capital Region, provides all levels of Air Force management with independent, objective and quality audit services.

The Air Force internal audit function, by law, is the responsibility of the Secretary of the Air Force. The secretary delegated authority for accomplishing the internal audit mission to The Auditor General of the Air Force, who heads the agency.

The agency is authorized to independently select Air Force active and reserve force activities for audit, determine the scope of audit work and report audit results. The agency provides a variety of audit services, each one tailored to a particular purpose and level of management.

Three of the most common audit services are the centrally directed audit, installation-level audit and management advisory service.

Centrally Directed Audits

These Air Force-wide evaluations primarily serve Headquarters Air Force and major commands. Accomplished concurrently at multiple locations, the agency performs about 100 centrally directed audits each year to evaluate and identify problems that impact the Air Force as a whole.

Agency personnel address resulting reports to Headquarters Air Force or the major commands

for corrective action. In addition, the Air Staff, Secretariat, General Accounting Office and Department of Defense Inspector General receive copies of all audit reports resulting from centrally directed audits.

Installation-Level Audits

These single-site audits provide local managers with objective evaluations of their operations.

The audit results reflect conditions existing at the specific site audited and are included in reports addressed to the unit and appropriate major command.

The agency performs about 1,000 installation-level audits annually.

Management Advisory Service

The agency offers management advisory and consulting services to provide more responsive and timely support tailored to specific concerns of senior Air Force leaders.

An advisory service is performed under circumstances in which a full audit is not necessary. The agency normally completes an advisory service within 45 days and provides a close-out briefing



or memorandum to the applicable commanders.

Additional Information and Point of Contact

The Air Force Audit Agency is committed to providing value-added audit service to Air Force management.

For more information, visit our web site below.

If your organization desires one of our services, contact the agency's Operations Directorate, DSN 426-8026. Staff personnel will direct you to the appropriate audit directorate. ♦

http://www.afaahq.af.mil

Implements AF Medical Service policy

The Air Force Medical Operations Agency (AFMOA) is a field operating agency under the USAF Surgeon General. Its divisions are at Bolling AFB, D.C.; Brooks AFB, Texas; and Colorado Springs, Colo.

AFMOA ...

- ... implements Air Force Medical Service policy
- ... facilitates the execution of procedures, processes, and programs in aerospace medicine, preventive health, clinical health care, research, and biometrics
- ... enhances force readiness and the building of healthy communities throughout the Air Force
- ... supports a \$4.7 billion program with 46,000 medical personnel, 79 medical treatment facilities, and over 2.7 million beneficiaries.

Mission

Optimizes Air Force global capability by providing dynamic leadership, the best tools and aggressive support.

Vision

Operational Health Leadership and Support
– Fit and Healthy Global Force

Champions Innovation

AFMOA counts these innovations among its many successes:

- Computerized patient record and voice recognition
- Air Force Suicide Prevention Program adopted nationally
- Biometric Data Quality Assurance System going triservice
- Nonlethal weapons research



Divisions and Product Lines

- Aerospace Medicine Division
- Clinical Quality Management
- Environmental & Occupational Health Division
- Family Advocacy Division
- Office for Prevention and Health Services Assessment
- Prevention Division
- Radioisotope Committee Secretariat, Radiation Protection Division
- Health Technology and Informatics Division
- Biomedical Research Regulatory Division
- Population Health

<http://www.afms.mil/afmoa>



ACC

Air Combat Command

HQ ACC/IG

2 BW/IG
9 RW/IG
27 FW/IG
355 WG/IG
7 BW/IG
33 FW/IG
53 WG/IG
28 BW/IG
388 FW/IG
49 FW/IG
1 FW/IG
65 ABW/IG
5 BW/IG
347 WG/IG
366 WG/IG
99 ABW/IG
55 WG/IG
20 FW/IG
4 FW/IG
552 ACW/IG
509 BW/IG

Langley AFB, VA

Barksdale AFB, LA
Beale AFB, CA
Cannon AFB, NM
Davis-Monthan AFB, AZ
Dyess AFB, TX
Eglin AFB, FL
Eglin AFB, FL
Ellsworth AFB, SD
Hill AFB, UT
Holloman AFB, NM
Langley AFB, VA
Lajes Field, Azores
Minot AFB, ND
Moody AFB, GA
Mt Home AFB, ID
Nellis AFB, NV
Offutt AFB, NE
Shaw AFB, SC
Seymour Johnson AFB, NC
Tinker AFB, OK
Whiteman AFB, MO

574-8700
781-5049
368-9346
681-7776
228-5633
461-1539
875-4001
872-5966
675-6070
777-3620
572-2123
574-5162
535-3264
453-3076
460-3341
728-2636
682-9974
271-7167
965-1948
722-0013
339-2051
975-7139



AETC

Air Education and Training Command

HQ AETC/IG

97 AMW/IG
14 FTW/IG
17 TRW/IG
81 TRW/IG
58 SOW/CV
37 TRW/IG
59 MDW/IG
47 FTW/IG
314 AW/IG
56 FW/IG
42 ABW/IG
AFOATS/IG
HQ AU/IG
CAP USAF/IG
12 FTW/IG
AFRS/IG
80 FTW/IG
82 TRW/IG
325 FW/IG
71 FTW/IG
AFIT/IG

Randolph AFB, TX

Altus AFB, OK
Columbus AFB, MS
Goodfellow AFB, TX
Keesler AFB, MS
Kirtland AFB, NM
Lackland AFB, TX
Lackland AFB, TX
Laughlin AFB, TX
Little Rock AFB, AR
Luke AFB, AZ
Maxwell AFB, AL
Maxwell AFB, AL
Maxwell AFB, AL
Maxwell AFB, AL
Randolph AFB, TX
Randolph AFB, TX
Sheppard AFB, TX
Sheppard AFB, TX
Tyndall AFB, FL
Vance AFB, OK
Wright-Patterson AFB, OH

487-2407
866-6370
742-2927
477-5289
597-3010
263-5800
473-3347
554-7424
732-5638
731-3596
896-6140
493-3499
493-9405
493-7700
493-4286
487-7218
487-6130
736-3628
736-2031
523-4646
448-6323
785-7777

DRUs

Direct Reporting Units

HQ USAFA/IG

11 WG/IG

Air Intelligence Agency

HQ AIA/IG

National Guard Bureau

NGB/IG

USAF Academy, CO

Bolling AFB, DC

Kelly AFB, TX

Crystal City, VA

333-3490
754-8814

969-2891

327-2507/2487

T H E I G P H



AFRC

Air Force Reserve Command

HQ AFRC/IG, Robins AFB, GA

459 AW/IG, Andrews AFB, MD
917 WG/IG, Barksdale AFB, LA
940 ARW/IG, Beale AFB, CA
315 AW/IG, Charleston AFB, SC
305 RQS/IG, Davis-Monthan AFB, AZ
HQ ARPC/IG, Denver, CO
22 AF/IG, Dobbins ARB, GA
94 AW/IG, Dobbins ARB, GA
512 AW/IG, Dover AFB, DE
919 SOW/IG, Eglin AFB, FL
434 ARW/IG, Grissom ARB, IN
419 FW/IG, Hill AFB, UT
482 FW/IG, Homestead ARB, FL
403 WG/IG, Keesler AFB, MS
433 AW/IG, Kelly AFB, TX
944 FW/IG, Luke AFB, AZ
4 AF/IG, March ARB, CA
452 AMW/IG, March ARB, CA
908 AW/IG, Maxwell AFB, AL
446 AW/IG, McChord AFB, WA
931 ARG/IG, McConnell AFB, KS
514 AMW/IG, McGuire AFB, NJ
440 AW/IG, Mitchell IAP-ARS, WI
934 AW/IG, Mpls-St. Paul IAP ARS, MN
10 AF/IG, NAS JRB Fort Worth, TX
301 FW/IG, NAS JRB Fort Worth, TX
926 FW/IG, NAS JRB New Orleans, LA
914 AW/IG, Niagra Falls ARS, NY
953 RSPTS/IG, Norfolk Naval Base, VA
920 RQG/IG, Patrick AFB, FL
302 AW/IG, Peterson AFB, CO
911 AW/IG, Mpls-St. Paul IAP ARS, PA
939 RQW/IG, Portland IAP, OR
340 FTG/IG, Randolph AFB, TX
932 AW/IG, Scott AFB, IL
927 ARW/IG, Selfridge ANGB, MI
916 ARW/IG, Seymour-Johnson AFB, NC
507 WG/IG, Tinker AFB, OK
513 ACG/IG, Tinker AFB, OK
349 AMW/IG, Travis AFB, CA
439 AW/IG, Westover ARB, MA
442 FW/IG, Whiteman AFB, MO
913 AW/IG, Willow Grove ARS, PA
445 AW/IG, Wright-Patterson AFB, OH
910 AW/IG, Youngstown-Warren ARS, OH

497-1
858-2
781-7
368-1
673-6
228-6
926-6
925-5
925-3
445-5
875-6
928-2
586-0
791-7
597-0
969-4
896-6
947-5
947-4
493-3
382-5
743-3
650-5
950-6
783-1
739-5
739-6
678-9
238-3
836-6
854-9
834-8
277-8
638-4
487-1
779-7
273-5
722-2
884-6
884-6
837-3
589-3
975-4
991-2
787-9
346-1



AFSPC

Air Force Space Command

HQ AFSPC/IG

821 SG
90 SW/IG
341 SW/IG
91 SW/IG
45 SW/IG
21 SW/IG
50 SW/IG
30 SW/IG

Peterson AFB, CO

Buckley AFB, CO
Francis E. Warren AFB, WY
Malmstrom AFB, MT
Minot AFB, ND
Patrick AFB, FL
Peterson AFB, CO
Schriever AFB, CO
Vandenberg AFB, CA

ONE BOOK



AFMC

Air Force Materiel Command

HQ AFMC/IG

AEDC/CV

311 HSW/IG

AFFTC/IG

AAC/IG

ESC/IG,

OO-ALC/IG

377 ABW/IG

SMC/IG

WR-ALC/IG

OC-ALC/IG

ASC/IG,

AFRL/CV

AFSAC/CV

AMARC/XPX

Wright-Patterson AFB, OH

Arnold AFB, TN

Brooks AFB, TX

Edwards AFB, CA

Eglin AFB, FL

Hanscom AFB, MA

Hill AFB, UT

Kirtland AFB, NM

Los Angeles AFB, CA

Robins AFB, GA

Tinker AFB, OK

Wright-Patterson AFB, OH

Wright-Patterson AFB, OH

Wright-Patterson AFB, OH

Davis-Monthan AFB, AZ

787-6331

340-5202

240-8380

527-4888

872-5966

478-1047

777-5305

246-2411

833-0802

468-5111

339-2051

785-5437

674-9200

787-7245

228-8953



AFSOC

Air Force Special Operations Command

HQ AFSOC/IG

16 SOW/IG

Hurlburt Field, FL

Hurlburt Field, FL

579-2256

579-4439/5567



AMC

Air Mobility Command

HQ AMC/IG

89 AW/IG

437 ABW/IG

436 AW/IG

92 ARW/IG

319 ARW/IG

6 ARW/IG

62 AW/IG

22 ARW/IG

305 AMW/IG

43 AW/IG

375 AW/IG

60 AMW/IG

Scott AFB, IL

Andrews AFB, MD

Charleston AFB, SC

Dover AFB, DE

Fairchild AFB, WA

Grand Forks AFB, ND

MacDill AFB, FL

McChord AFB, WA

McConnell AFB, KS

McGuire AFB, NJ

Pope AFB, NC

Scott AFB, IL

Travis AFB, CA

779-0443

858-2429

673-3556

445-4046

657-3677

362-6016

968-4962

382-5444

743-3192

650-3052

424-2302

576-4744

837-2224



PACAF

Pacific Air Forces

HQ PACAF/IG Hickam AFB, HI

36 ABW/IG

354 FW/IG

3 WING/IG

15 ABW/IG

18 WG/IG

8 FW/IG

35 FW/IG

51 FW/IG

374 AW/IG

Andersen AFB, Guam

Eielson AFB, AK

Elmendorf AFB, AK

Hickam AFB, HI

Kadena AB, Japan

Kunsan AB, South Korea

Misawa AB, Japan

Osan AB, South Korea

Yokota AB, Japan

315-449-3900

315-366-5258

317-377-1322

317-552-8931

315-449-0477

315-634-7622

315-782-4850

315-226-3515

315-784-5102

315-225-7262



USAFE

United States Air Forces in Europe

HQ USAFE/IG

31 FW/IG

39 WING/IG

48 FW/IG

100 ARW/IG

86 AW/IG

52 FW/IG

Ramstein AB, GE

Aviano AB, Italy

Incirlik AB, Turkey

RAF Lakenheath, U.K.

RAF Mildenhall, U.K.

Ramstein AB, GE

Spangdahlem AB, GE

314-480-6574

314-632-8649

314-676-8878

314-226-5124

314-238-3628

314-480-2457

314-452-6521

1493

2345

7282 (P)

1940 (P)

5351 (P)

5859

5312

5318

3298

5127 (P)

5571 (P)

2271 (P)

0970

7412 (P)

0767 (P)

4331

5682 (P)

5692

4478 (P)

3353 (P)

5550 (P)

3684 (P)

5140 (P)

5025 (P)

1446 (P)

5121

5956 (P)

9777 (P)

3192 (P)

5797 (P)

9008 (P)

8133

8133

4094 (P)

1178

7044 (P)

5652 (P)

2205 (P)

5910 (P)

5910 (P)

3737 (P)

3167 (P)

4008 (P)

2029

9902 (P)

1090 (P)

834-7155

Call 21 SW/IG

481-4800

632-7091

453-3215

854-4373

834-2104

560-3764

276-2183

WY

Know your MAJCOM IG

Secretary of the Air Force Inspector General

Lt. Gen. Raymond P. Huot
safigfo@pentagon.af.mil
DSN 227-6733
<https://www.ig.hq.af.mil>

Deputy SAF/IG

Maj. Gen. Craig R. McKinley
safigfo@pentagon.af.mil
DSN 227-4351
<https://www.ig.hq.af.mil>

Air Force Inspection Agency

Col. J. Worth Carter
worth.carter@kafb.saia.af.mil
DSN 246-2342
<https://www-4afia.saia.af.mil>

Air Combat Command

Brig. Gen. Ronald F. Sams
ron.sams@langley.af.mil
DSN 574-8700
<https://wwwmil.acc.af.mil/ig>

Air Education and Training Command

Col. Felix M. Grieder
felix.grieder@randolph.af.mil
DSN 487-2407
<https://aetc.af.mil/ig>

Air Force Materiel Command

Col. Kathleen D. Close
kathleen.close@wpafb.af.mil
DSN 787-6332
<https://www.afmc-mil.wpafb.af.mil/HQ-AFMC/IG>

Air Force Reserve Command

Col. Robert E. Bailey
robert.bailey@afrc.af.mil
DSN 497-1491
<https://wwwmil.afrc.af.mil/HQ/IG>

Air Force Special Operations Command

Col. Bernard V. Moore II
bernard.moore@hurlburt.af.mil
DSN 579-2256
<https://www.afsoc.af.mil/milonly/ig>

Air Force Space Command

Col. Richard E. Webber
richard.webber@peterson.af.mil
DSN 834-7155
<https://halfway.peterson.af.mil/afspcig/index.cfm>

Air Mobility Command

Col. Victor J. Vaccaro (acting IG)
victor.vaccaro@scott.af.mil
DSN 779-0443
<https://www.amc.af.mil/ig/html/index.htm>

Pacific Air Forces

Col. Andrew S. Dichter
andy.dichter@hickam.af.mil
DSN 449-3900
<https://www.hqpacaf.af.mil/ig>

United States Air Forces in Europe

Col. James C. Robertson III
usafe.ig@ramstein.af.mil
DSN 480-6574/6575
<https://wwwmil.usafe.af.mil/direct/ig/index.html>

Air National Guard

Mr. Cronin Byrd
cronin.byrd@ngb.ang.af.mil
DSN 327-2482

Editorial Deadlines

ISSUE

MAR - APR

MAY - JUN

JUL - AUG

SEP - OCT

NOV - DEC

DUE DATE

4 JAN 02

8 MAR 02

3 MAY 02

8 JUL 02

6 SEP 02

SEND ITEMS TO:

tigbrief@kafb.saia.af.mil

or

HQ AFIA/CVP

9700 G AVE SE

KIRTLAND AFB, NM 87117-5670

SPECIAL INTEREST ITEMS

Special interest items (SIIs) are a means to focus management attention, gather data or evaluate the status of specific programs and conditions in the field. The following is a schedule of SIIs to advise inspectors at all levels of current inspection efforts and to encourage crossfeed of inspection guides and information. Questions can be referred to the points of contact. MAJCOM links are at <https://www.ig.hq.af.mil/majcom2.htm>. These SIIs were current as of 1 Dec 2001.

Headquarters Air Force DSN 227-7050

Maj. Joel Hanson
joel.hanson@pentagon.af.mil
Maj. Kevin Adelsen
kevin.adelsen@pentagon.af.mil
Maj. Timothy Hansen
timothy.hansen@pentagon.af.mil
DSN is for all POCs
Currently no SIIs scheduled

Air Combat Command

Kathy A. Davis DSN 574-8710

kathy.davis@langley.af.mil	
00-3 ACC Formation Contracts	Indefinite
00-1 Supply Discrepancy Reporting	1 Apr
00-2 ACC Flight Commander and Supervisor Course	30 Sep

Pacific Air Forces

Chief Master Sgt. Karen A. Pickering DSN 449-3908

karen.pickering@hickam.af.mil	
99-003 Airfield Signs and Markings	31 Jul
99-004 Airfield/Airspace Obstruction Waivers	31 Jul
00-001 Crash Recovery Program	31 Mar
01-001 TDY Limit Policies	30 Sep
01-002 Defense Message System	31 Dec
01-003 Mandatory Use of AF Way	31 Oct 03

Air Education and Training Command

Master Sgt. Roy Goodwin DSN 487-5345

roy.goodwin@randolph.af.mil	
99-2 (Revised) Active Duty Service Commitment Program	31 Jul
00-1 Cockpit/Crew Resource Management Program	31 Jul 03

Air Force Materiel Command

Captain Christopher T. Daniels DSN 986-2253

christopher.daniels@wpafb.af.mil	
01-A Service Contracts	15 Apr

Air Mobility Command

Master Sgt. Brian T. Campbell DSN 779-0546/0464

brian.campbell@scott.af.mil
Currently no SIIs scheduled

Air Force Special Operations Command

Maj. Margaret N. Fleming DSN 579-4162

margaret.fleming@hurlburt.af.mil	
00-03 Movement of Hazardous Materials (HAZMAT) on AFSOC Aircraft	31 Jul
01-01 AFSOC Tactics Program	1 Feb
01-02 Tactical Shelters	31 May 03

Air Force Space Command

Senior Master Sgt. Ronald W. Sherrill DSN 834-4936

ronald.sherrill@peterson.af.mil	
00-2 Military Family Housing (MFH) Lead-Based Paint (LBP) Disclosure	31 Aug
01-01 Compliance with the Air Force Requirement to Develop and Maintain a Facility Infrastructure Investment	30 Sep

Air Force Reserve Command

Senior Master Sgt. Evelyn Mendies DSN 497-1509

evelyn.mendies@afrc.af.mil
Currently no SIIs scheduled

Air National Guard

Senior Master Sgt. Raymond Carney DSN 327-2507

raymond.carney@ngb.af.mil
Currently no SIIs scheduled

United States Air Forces in Europe

Senior Master Sgt. Scott Cameron DSN 480-2358

scott.cameron@ramstein.af.mil	
00-001 Conventional Munitions Accountability	1 Feb 03

Medical SIIs

Col. Donald S. Geeze DSN 246-2535

donald.geeze@kafb.saia.af.mil
Currently no SIIs scheduled

*Unless otherwise noted, the year of expiration is 2002.

Abuse of Authority An arbitrary or capricious exercise of power by a military member or a federal official or employee that adversely affects the rights of any person or that result in personal gain or advantage to themselves.

Aeromedical Evacuation Oversight The purpose of AE medical oversight is to assess an aeromedical evacuation unit's ability to fulfill predetermined aspects of its peacetime and wartime missions. Inspection criteria are coordinated between the Air Force Inspection Agency's Medical Directorate and major commands to properly assess indicators from the health care policies of military and civilian medical oversight agencies.

Compliance Inspection Evaluations of unit compliance with higher headquarters directives. They focus primarily on those items identified across major commands, field operating agencies and direct reporting units and functional staffs, and those actions required by law, executive orders, Department of Defense directives and safety guidelines that, if not complied with, could result in significant legal liability, penalties or significant mission impact.

Complaint An allegation or set of allegations that asserts a wrong or violations of law, regulations, instruction, policy, procedures or rules, or reports conditions detrimental to the operation, mission or reputation of the Air Force.

Contracted Support Activity Inspections CSAIs evaluate contractor compliance with contract requirements. They may be conducted in conjunction with an ORI, CI or NSI. When conducted, CSAI reports are published separate from other inspection reports.

Eagle Look (Management Review) An independent and objective management review conducted by AFIA of key Air Force-wide processes requested by senior leadership. Each Eagle Look normally culminates with a written report and executive briefing which includes recommendations, results and follow-up intended to improve operations, support and acquisition functions. Eagle Look topics are provided and sponsored by Air Force senior leadership, yet can be submitted by any Air Force member. Topics related to readiness issues take priority over other topics. Program deficiencies are identified in Eagle Look findings. Follow-up is conducted based on mutual agreement between AFIA and the Air Staff/major command process owner. The goal of follow-up is to ensure positive change for the Air Force.

Fraud Any intentional deception designed to unlawfully deprive the Air Force of something of value or to secure from the Air Force for an individual a benefit, privilege, allowance or consideration to which he or she is not entitled.

Health Services Inspection An assessment of the ability of an Air Force medical unit to fulfill its peacetime and wartime missions, including evaluation of medical care, and the effectiveness and efficiency of medical management. The AFIA Medical Operations Directorate derives criteria from health care policies of the Office of the Assistant Secretary of Defense for Health Affairs, the Air Force Surgeon General and various civilian medical oversight agencies. AFIA/SG updates and distributes inspection guides to assist inspectors and medical units. Ratings are based on a medical unit's leadership and management, health care delivery, resources and readiness. Inspections occur at active-duty treatment facilities on a short-notice basis an average of every

three years (12 to 48-month window; mean 36 months), while Air Reserve Component (ARC) medical units are inspected every four years. Active-duty units are given a two- to four-week notice of inspection, shifting emphasis from inspection preparedness to sustained performance, providing Air Force leadership a more accurate mission readiness picture. HSIs are graded on a three-tier reporting system.

Investigation A duly authorized, systematic, detailed examination to uncover the facts and determine the truth of a matter. IG investigations are administrative in nature. They are fact-finding rather than judicial proceedings. They are not criminal proceedings in which proof beyond a reasonable doubt is required. Rather, the standard of proof that applies is proof by a preponderance of evidence.

Nuclear Surety Inspection The NSI is an evaluation of a unit's capability to manage nuclear resources while complying with all nuclear surety standards. An NSI may be combined with other MAJCOM inspections to reduce the number of unit inspections. Where two or more MAJCOMs share nuclear surety responsibilities at one base, Multi-MAJCOM NSIs (MMNSI) are encouraged to ensure host-tenant responsibilities are fully assessed and properly integrated. Either the host or tenant MAJCOM may perform these inspections with the concurrence of, and augmentation from, the other MAJCOM. An NSI of each nuclear-capable unit must be conducted at least every 18 months. All inspection requirements must be completed within 18 months after completing the last NSI. All phases must be completed within 120 calendar days. If a unit does not meet the 18-month inspection requirement and is not granted a waiver, they will be decertified. MAJCOM commanders will ensure nuclear weapons are maintained in a safe, secure and reliable environment until the unit is recertified. Recertification will be accomplished by conducting an Initial NSI (see below). Units may be selected at the discretion of the MAJCOM IG to receive a minimum-notice inspection that will key on a unit's ability to perform its nuclear mission.

Other types of NSIs

- **Initial NSI** An inspection to evaluate a unit's readiness to assume or resume a nuclear mission or to evaluate and certify new or significantly modified maintenance and storage facilities or significant changes to weapons systems or portions thereof.
- **Limited NSI** A limited-scope inspection which does not evaluate all NSI areas applicable to the unit. Conducted for a variety of reasons, it does not alter the 18-month NSI requirement.
- **Joint NSI** An NSI conducted jointly by the Defense Threat Reduction Agency and a MAJCOM IG Team.

Operational Readiness Inspection ORIs are used to evaluate the ability of units with a wartime or contingency mission to conduct assigned operational missions. Units are evaluated on how well they respond, employ forces, pro-

ionary

vide mission support, and survive and operate in a hostile environment. ORIs are evaluations of a unit's ability to perform Designed Operational Capability (DOC)/Mission Essential Task List (METL)-associated taskings and assigned OPLAN taskings. Units must be ready to meet the full range of potential assigned taskings. IGs should periodically assess units against robust OPLAN taskings. IG teams should attempt to create a realistic environment for evaluation to the extent possible. ORI scenarios should evaluate both sustained performance and contingency response. Safety must not be compromised. Advance notice to inspected units for ORIs will be the minimum necessary consistent with realistic assessment scenarios, support asset scheduling, etc. For ARC units, advance notice will be approximately one year. The five-tier rating system is normally used for grading ORI performance, except where deemed inappropriate for specific mission elements. Inspections may be combined with those of other MAJCOMs, exercises and contingency events when practical. Activities should be coordinated with unified/component commands, as applicable. IG teams may deploy to forward locations and headquarters during exercises and contingency operations.

Rating Systems A five-tier rating system consists of the grades Outstanding, Excellent, Satisfactory, Marginal and Unsatisfactory. Where applicable, a simplified tier system, such as combat ready/not combat ready, mission ready/not mission ready, in compliance/not in compliance, pass/fail, satisfactory/unsatisfactory, etc. or any of the above with comment as a third tier may be used. Inspection team chiefs may assign ratings that accurately reflect observed performance regardless of statistical outcomes. Specific criteria are designed as a guide and are not a substitute for the judgment of the inspector. However, when ratings differ significantly from established criteria, the rationale should be explained.

The ratings:

Outstanding Performance or operation far exceeds mission requirements. Procedures and activities are carried out in a far superior manner. Resources and programs are very efficiently managed and are of exceptional merit. Minimal deficiencies exist.

Excellent Performance or operation exceeds mission requirements. Procedures and activities are carried out in a superior manner. Resources and programs are very efficiently managed and relatively free of deficiencies.

Satisfactory Performance or operation meets mission requirements. Procedures and activities are carried out in an effective and competent manner. Resources and programs are efficiently managed. Minor deficiencies may exist but do not impede or limit mission accomplishment.

Marginal Performance or operation does not meet some mission requirements. Procedures and activities

are not carried out in an efficient manner. Resources and programs are not efficiently managed. Deficiencies exist that impede or limit mission accomplishment.

Unsatisfactory Performance or operation does not meet mission requirements. Procedures and activities are not carried out in an adequate manner. Resources and programs are not adequately managed. Significant deficiencies exist that preclude or seriously limit mission accomplishment.

Reprisal Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action on a military member for making or preparing a protected disclosure.

Special Interest Items The SII process provides a means to focus management attention, gather data or evaluate the status of specific programs and conditions in the field. It can also be used to determine the degree of compliance with directives, policies and procedures, gather information on known or suspected problems, identify specific deficiencies or to confirm a problem has been resolved. Functional staffs analyze feedback from SIIs to facilitate decision-making and policy adjustments. SAF/IG is the approval authority for Air Force SIIs. It determines the appropriateness of proposals and may direct assessment by means other than SII if deemed more appropriate. Proposed Air Force-wide SII topics may originate at any level, but are normally sponsored by a MAJCOM or HQ Deputy Chiefs of Staff. SIIs are normally rated using a simplified scale such as satisfactory/unsatisfactory. SIIs are normally considered either long-term or short-term. MAJCOMs may establish MAJCOM-specific SIIs for subordinate units. However, MAJCOM SIIs will not conflict with or supersede Air Force SIIs.

Unit Self-Inspection The intent is to provide commanders with a tool for internal assessment of unit health and to complement external inspections and assessments. Self-inspection programs should be tailored to each unit's structure and mission, and contain mechanisms to ensure adequate coverage of the organization's mission, resources, training and people programs. Mechanisms may consist of periodically administered checklists, quality control reviews, internal audits, functional inspections, management information systems, numerical summaries, analysis programs, etc. ♦

Definitions per Air Force Instruction 90-201,
Inspector General Activities,
and Air Force Policy Directive 90-3,
Inspector General — The Complaints Program

CIVIL WAR IGs

Lt Col Alan L. Doerman AFIA/SGI
alan.doerman@kafb.saia.af.mil

Esteemed and colorful characters

Inspectors throughout the Air Force devote themselves to the philosophy, “We’re here to help.” They don’t spend a whole lot of time asking profound questions like “Who am I?”, “Where did I come from?”, etc. This article doesn’t pretend to answer any of those questions, but it will give inspectors a sense of themselves as heirs to an assortment of esteemed (and really colorful) military figures.

The Confederate IG:

A Northerner

Who Was a Southerner

Born in New York, General Samuel Cooper was the son of Revolutionary War hero Maj. Samuel Cooper, who fought at Bunker Hill. The younger Samuel would die a man without a country.

Cooper entered the U.S. Military Academy at West Point at age 15 and graduated while still a teenager. The artillery officer wrote *Cooper’s Infantry*

Tactics, the Army’s standard for more than 20 years.

Before the Civil War, he served U.S. Secretary of War Jefferson Davis. Despite his Northern birth, Cooper’s relationship by marriage and deep friendship with Davis made him entirely Southern in his sympathies.

After 46 years of service to the United States, Colonel Cooper helped Davis form the government of the Confederate States of America. General Cooper found himself the senior officer in the Confederate Army, senior to Robert E. Lee, Pierre Gustave Beauregard and all the other legends. Cooper wore dual hats as Confederate Army IG and Adjutant General. He did much to organize and keep the Southern Armies running. Jefferson Davis recorded in *The Rise and Fall of the Confederate Government*, “I have

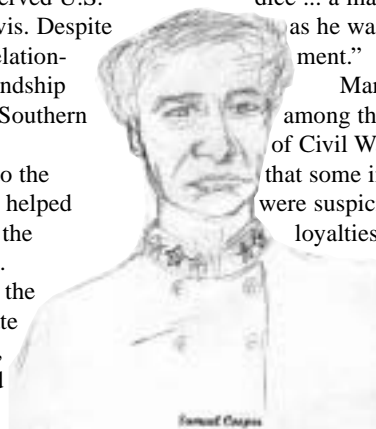
never found in his official recommendations any indication of partiality or prejudice ... a man as pure of heart as he was sound of judgment.”

Mary Chestnut, among the most perceptive of Civil War diarists, notes that some in Charleston, S.C., were suspicious of Cooper’s loyalties, given his

Northern birth.

To the end, Cooper remained loyal to the Confederacy. His last official act as IG was to turn

over Confederate War Department records to federal authorities. He found his own Southern estate in ruins at war’s end and had to move into former slave quarters. The Confederate inspector general, like Davis, never regained his U.S.



**Marcy surrounded
by his staff in two images
from the Civil War.**



citizenship. He died in 1876, the centennial year of a nation destined to stand united.

Senior Inspector General Randolph B. Marcy

Another West Point product, Randolph B. Marcy was a recruiter, explorer, guide and finally IG. Marcy didn't make much of a dent until late in his career, when his reports of his exploration of the Southwest were published and gained popularity with Eastern readers.

President Lincoln appointed two inspectors general and five assistants. There was no Inspector General of the Army because the War Department directed the war through theater commanders. Despite these and many other limitations the inspectors did inspect and provided reports to Secretary of War Stanton.

After the war Marcy witnessed an Army in turmoil, disorganized and scattered across the West. In 1866 the Inspectorate he served, concerned with the state of affairs, issued detailed orders of the key duties of all inspectors general, as well as their relationships to the

Secretary of War and their commanders. That year the head of the Inspectorate began referring to himself as "The Inspector General of the Army." The IG had survived the chaos of the Civil War and was now a permanent part of the U.S. military.

As for Marcy, life was stable, even good. He continued to serve long after the Civil War, then lived long enough into retirement to write his memoirs, dying in 1887. ♦

The author is a medical inspector for the Air Force Inspection Agency. All of his higher education is in psychology, but that hasn't stopped Doerman from acquiring an encyclopedic knowledge of the Civil War. He is the great grandson of a Union private who fought in the Battle of Corinth, Miss., and was captured by the Confederates. His wife, "Miss Linda," is the great granddaughter of a Confederate private who fought at Corinth and was captured by the Union Army.

4-Tier Rating System

During the Civil War, a Union Army IG developed this horse classification system:

- unfit for any use
- unfit for cavalry but useful as a draft animal
- unfit or nearly so but could be rehabilitated
- serviceable

Apparently, the hard-bitten Army of the 19th century had no use for morale-boosting characterizations like *excellent* or *outstanding*.

Serviceable was as good as a horse got.



EMPLOYMENT RIGHTS

A man in a Scottish kilt and sporrans is playing bagpipes. He is standing in front of a large mural on a brick wall. The mural depicts the Statue of Liberty in blue and white, with the American flag's red and white stripes to the left. The man is wearing a dark blue jacket with gold buttons and a red and black plaid kilt. He is looking upwards and to the right while playing the bagpipes.

*As the Air Force calls
Reservists to active duty
in the wake of 9.11,
an act of Congress
protects their jobs*

Col. Gary Leonard USAFR
AFIA/JA
gary.leonard@kafb.saia.af.mil

Reservists activated in this time of national need should remember that they have certain legal protections to ensure their employment when they return to civilian life.

The May-June and July-August 2001 editions of *TIG Brief* cover the Soldiers and Sailors Relief Act, which can help service members deal with

debt. This edition presents a discussion of USERRA, the Uniformed Services Employment and Reemployment Rights Act (38 U.S.Code, sections 4301 through 4333). This article is not an in-depth discussion of all issues covered by USERRA. It is a primer on the highlights and basic definitions.

USERRA applies to those

who perform duty, voluntarily or involuntarily, in the uniformed services: the Army, Navy, Air Force and Marine Corps as well as the Coast Guard and Public Health Service.

“Uniformed service” includes active duty, active duty for training, inactive-duty training (such as drills), and initial active-duty training.



USERRA covers all employees except those serving in positions where there is no “reasonable expectation” that employment will continue indefinitely or for a significant period.

How it works

For example, a consulting position in a human resources department where the individual is employed under a six-

month contractual arrangement contains no “reasonable expectation” of indefinite employment. Thus, it would not be covered.

However, a permanent employee of the same company in the same human resources department *would* have a “reasonable expectation” of indefinite employment.

Criteria

Under USERRA the pre-service employer must reemploy service members returning from a period of service in the uniformed services if they meet five eligibility criteria:

- the member must have held a civilian job before active duty.
- the member must have given notice to the employer that he or she was leaving the job for service in the uniformed services unless giving notice is precluded by military necessity or otherwise impossible or unreasonable,
- the period of service must not exceed five years,
- the member received an honorable or general discharge, if discharged, and
- the person must have reported back to the civilian job in a timely manner or have submitted a timely application for reemployment.

Other important factors in calculating reemployment rights include a five-year *cumulative* total on military service while with a single employer—with certain exceptions for call-ups during periods of emergency and regularly scheduled active

duty for training.

USERRA guarantees certain other rights as well, such as:

- health insurance during service,
- status and seniority,
- special protection against termination other than for cause, and
- prohibiting discrimination based on military service.

A court may order an employer who violates USERRA to pay a prevailing individual for lost wages or benefits. Importantly, there is a provision of double damages for willful violations.

State law

USERRA does not preempt state laws providing greater or additional rights but it does preempt state laws providing lesser rights or imposing additional eligibility requirements.

ESGR

If you have specific questions concerning USERRA or want to know more about your rights, contact your local staff judge advocate or ESGR, the National Committee for Employer Support of the Guard and Reserve, www.esgr.org, (800) 336-4590 or (703) 696-1400. ESGR provides ombudsmen who mediate reemployment issues between military members and their civilian employers. ♦

TIG Brief thanks Maj. Melinda Davis-Perritano for her contributions to this article. She is deputy chief, Air Force Legal Services Agency in the Pentagon.

Travel Web Sites

On the road again? Nobody travels more than inspectors. TIG Brief compiled a list of web sites that help make travel safer and smoother.

Defense Logistics Agency Travel Web Page

www.dla.mil/dss/travel

U.S. Customs

www.customs.gov/travel/travel.htm

Foreign Clearance Guide

www.fcg.pentagon.mil

Currency Exchange Rates

ia.ita.doc.gov/exchange/exchange.htm

www.oanda.com

Weather

www.weather.com

www.intellicast.com

Maps

www.mapquest.com

www.randmcnally.com

Official U.S. Time

www.time.gov

Federal Aviation Administration

www.faa.gov

Traveler Briefing

www.faa.gov/apa/traveler.htm

Aviation Safety Data

nasdac.faa.gov/internet

Airport Conditions

www.fly.faa.gov

U.S. State Department

www.state.gov

Bureau of Consular Affairs

www.travel.state.gov

General Travel Information

www.state.gov/travel.cfm



Bureau of Transportation Statistics

www.bts.gov

Office of Airline Information

www.bts.gov/oai

Airline On-Time Statistics

www.bts.gov/ntda/oai

Travelers Health

www.cdc.gov/travel

Lodging Reservations

www-r.afsv.af.mil/default.asp



Per Diem

www.dtic.mil/perdiem

Business and Leisure Travel

www.citysearch.com

www.planetrider.com

HISTORY *brief*

On this date ...

... IN JANUARY

Jan. 19, 1915:

Germany launches the first Zeppelin bombing raids on England. The bombs were dropped on Great Yarmouth and King's Lynn.

Jan. 23, 1918: The first ascent by an Army Expeditionary Force balloon is made at the balloon school in Cuperly, France.

Jan. 24, 1919: Army Air Service pilot 1st Lt. Temple M. Joyce makes 300 consecutive loops in a Morane fighter at Issoudun, France.



Jan. 2, 1967:

The F-4 Phantom pilots of the 8th Tactical Fighter Wing down seven MiG-21s over the Red River Valley,

Vietnam, to establish a one-day aerial victory record.

Jan. 28, 1984: The Air Force Reserve begins operating the F-16 Falcon at Hill AFB, Utah.

Jan. 19, 1993: The Air Force announces plans to begin assigning B-1 and B-52 bombers to the Air Force Reserve and Air National Guard.

Jan. 4, 1994: A C-130 Hercules squadron composed of Air Force reservists and Air National Guard personnel starts up at Rhein-Main Air Base, Germany.

Jan. 30, 1994: The Air Force inactivates the 717th Air Base Squadron and closes Ankara AS, Turkey.

Jan. 3, 1995: Two F-15 Eagles from the 53rd Fighter Squadron, Spangdahlem AB, Germany, fly unrestricted over former east Germany for the first time since 1949.

... IN FEBRUARY



Maj. R. W. Schroeder

Feb. 18, 1918:

The first American fighter unit proper, the 95th Aero Squadron, arrives in France.

Feb. 27, 1920:

Maj. R. W. Schroeder sets a world altitude record of 33,114 feet in the Packard-LePere LUSAC-11 biplane over McCook field.

Feb. 19, 1934:

President Franklin D. Roosevelt issues an Executive Order canceling existing airmail contracts because of fraud and collusion. The Army Air Corps is designated to take over airmail operations.

Feb. 3, 1945: A total of 959 B-17 crews carry out the largest raid to date against Berlin by American bombers.

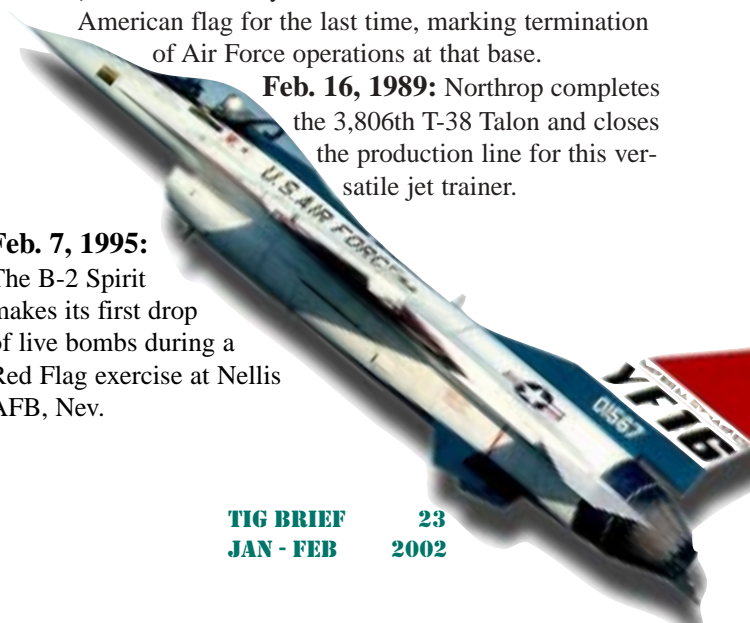
Feb. 26, 1949: Lucky Lady II, a Strategic Air Command B-50A, embarks on what will be the first nonstop flight around the world. The 23,452 mile flight takes 94 hours and one minute, and requires four midair refuelings.

Feb. 29, 1976: Korat Royal Thai Air Base lowers its American flag for the last time, marking termination of Air Force operations at that base.

Feb. 16, 1989: Northrop completes the 3,806th T-38 Talon and closes the production line for this versatile jet trainer.

Feb. 7, 1995:

The B-2 Spirit makes its first drop of live bombs during a Red Flag exercise at Nellis AFB, Nev.





To subscribe, e-mail tigbrief@kafb.saia.af.mil



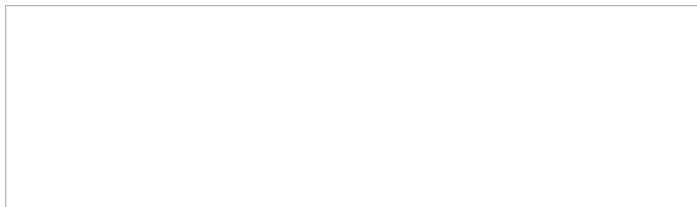
TIG Brief Magazine

HQ AFIA/CVP

9700 G AVE SE

KIRTLAND AFB NM 87117-5670

Periodicals
U.S. Postage
PAID
Permit
000-409



Serving U.S. Air Power for 57 Years